



DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
Washington, D.C. 20314-1000

Reply to
Attention of:

CESO (385-10)

24 May 2004

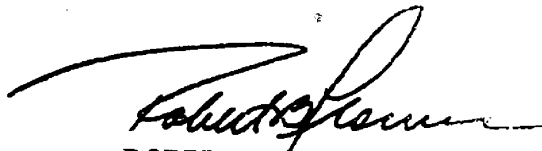
MEMORANDUM FOR Commanders/Directors, Major Subordinate Commands, Laboratories, Field Operating Activities

SUBJECT: Safety and Occupational Health Emphasis – Command Leadership

1. The Secretary and Chief of Staff of the Army just kicked off the Army Safety Campaign Plan. It's theme, "Be Safe," says it all in two words. I expect each commander to focus attention on this important campaign. Information on the Army Safety Campaign Plan may be accessed via the Army Safety Home Page <http://safety.army.mil>.
2. In addition, The President has directed a Safety, Health and Return-to-Employment (SHARE) initiative for civilian employees. The purpose of the initiative is to curb losses associated with on-the-job accidents and illnesses. It has four primary goals: lower workplace injury and illness case rates, lower lost-time injury and illness case rates, increase timely reporting of injuries and illnesses, and lower lost days resulting from work injuries and illnesses. The Secretary of Defense has endorsed this initiative and has challenged DoD components to reduce their mishap and accident rates by 50% over the next two fiscal years.
3. USACE civilian employee accident rates reached an all-time low in Fiscal Year (FY) 02 but have steadily increased through the second Quarter FY 04. Although all Major Subordinate Commands remain "Green" relative to the current USACE civilian employee lost-time accident Command Management Review metric, this steady increase, coupled with a number of government employee and contractor fatalities, concerns me.
4. We must posture ourselves to enable prompt and efficient execution of accident and occupational illness reduction strategies and initiatives. Attached is my Safety Management Action Plan (SMAP) for FY 05-06 to include metrics. I expect a regional coordinated approach with Commanders and Directors executing the guidance provided in this Plan as well as other initiatives you deem appropriate. In accordance with the 2012 Regional Business Center model, Commanders should develop and sign regional implementing SMAPs by 30 September 2004 and share them USACE-wide.
5. I thank you for the great job you do everyday to preserve the safety and health of our workforce and missions. We have achieved much. There remains a great deal more to be accomplished. Your Leadership will set the course.

1 Attachment

Copy Furnished to Districts


ROBERT B. FLOWERS
Lieutenant General, USA
Commanding

End 1

USACE Safety Management Action Plan for FYs 05-06

Commander's Intent. Division Commanders issue a regional Safety Management Action Plan (SMAP). Assign two Senior Leaders to serve as co-PMs from within your commands (1 civilian and 1 military) and a core team made up of your primary mission areas (use both HQ and field personnel) to develop the regional SMAP using the content of this Plan and other initiatives you deem appropriate. It is recommended that the nationalized Safety and Occupational Health (SOH) manager supporting you and one of your district SOH managers serve as Advisors to the team. For Engineering Centers, ERDC and FOA, develop your local command SMAP in a similar manner. Emphasize an aggressive and enterprising approach to meet or exceed the metrics established. Move out on the good ideas generated during your strategy meetings. Do not wait until the SMAP is finalized.

Future results will be directly related to the level of effort and to the degree that leadership champions this initiative. To achieve such an ambitious goal, we must dramatically alter the way we have reacted to similar challenges in the past. Doing the same things we have always done will merely perpetuate our current accident rate plateau. We must energize a more vibrant safety culture – A culture that will establish short-term success and sustain long-term improvement while ensuring readiness. Assume there may be a smarter way to do business and empower your best minds to develop and implement it. Ensure a sound approach using effective processes, best practices, lessons-learned and available technologies focused regionally utilizing the USACE Project Management Business Process. Commanders should consider the following essential to success: Leadership – lead by example, ensure accountability, share lessons-learned, celebrate successes, and establish mechanisms to monitor progress.

New Metrics and Actions. Provided below are updated metrics and actions for FYs 05-06. The new metrics are based on The Presidential directed Safety, Health and Return-to-Employment (SHARE) Initiative and the Secretary of Defense's (SECDEF) accident reduction target. In addition, we are adjusting our civilian employee and contractor metrics based on the results of our last 6 years of experience. We have improved our accident experience rate to a commendable level – however the rate has reached a plateau. The time has come to set more challenging goals. The target set by the SECDEF for reduction in the civilian employee lost work-day rate (50% reduction) is challenging – but doable. In addition, Civil Works Operations has added a metric for recreation safety.

As a minimum, ensure the following is included in the regional SMAP:

1. Command Leadership

- **Commanders shall establish and sustain accountability for safety.**

ACTION: Emphasize accountability and responsibility for safety and occupational health at all organization levels. Accept risk on when there is sound rationale. Set a standard for accountability and live by it. Use collateral investigations when required (Reference AR 385-40, paragraph 1-8).

- **Commanders and senior leaders shall strive to include safety and health in speeches, site visits and informal comments to increase safety awareness**

ACTION: Task speechwriters to include safety and health messages into speeches and presentations such as Town Hall meetings, conferences or field visits. Have your public affairs and safety professionals develop safety talking points and vignettes for senior leaders to communicate your SMAP strategies and examples of what is working well.

- **Commanders shall identify areas of performance weakness and train to standard.**

ACTION: Increase employee proficiency and probability for success by focusing appropriate safety training in specific areas of need. Review and identify required (or needed) safety and occupational health training with special emphasis on areas that correlate to your accident experience.

- **Commanders shall establish proactive accident prevention programs for their command that focuses on high hazard activities.**

ACTION: A risk assessment shall be conducted of all command activities (civilian and contractor) and the accident prevention program should focus on such high hazard activities as control of hazardous energy, confined space entry, fall protection, drowning prevention, hoisting and heavy equipment safety, motor vehicle and vessel operations, and marine related activities.

- **Commanders shall ensure inspections of USACE facilities are accomplished.**

ACTIONS:

- Inspect USACE operating projects and facilities for compliance with safety and occupational health requirements at least once during each FY.

- Perform safety and occupational health quality management evaluations each year to ensure safety and health programs and procedures are established and implemented at all organizational levels.

- **Commanders shall establish recognition and award programs to celebrate safety successes.**

ACTION: Safety recognition and award programs will be implemented and will receive command-wide recognition. Focus attention on team and organizational achievement related to the goals, targets and continuous improvement efforts specified in your SMAP.

2. Civilian Employee Accident Prevention and Loss Control

- **Commanders shall establish and sustain a program to meet or exceed the Presidential directed reduction of Civilian Employee Lost Time Accidents.**

Civilian Employee Lost Time Rate

$$\frac{\text{Number of Lost Time Accidents} \times 200,000}{\text{Hours Worked (RM Manpower Database)}}$$

CMR Metric (Presidential SHARE Initiative)

Requirement: Presidential goal of 3% reduction (USACE has selected 5 % annual reduction per year for FYs 05- 06

Databases: USACE (manpower) and DOL (number of lost-time accidents for each USACE command)

Metrics:

FY 05	Green 1.10 or less	Amber = 1.11-1.27	Red = 1.27 or greater
FY06	Green 1.05 or less	Amber = 1.06-1.22	Red = 1.22 or greater

Target rates are based on the mean of our accident experience for FYs 1998 through 2003 with 1 standard deviation applied for the Amber range and 2 standard deviations for the Red

- **Commanders shall analyze past accidents for opportunities for improvement.**

ACTION: Target areas for improvement based on a comprehensive review and assessment of your last 6-year mishap and accident experience. Learning from the trending of what your local risks are and of the effectiveness of the corrective measures of past accidents will go a long way if it is shared throughout the command. Over 700 lessons-learned from Boards of Investigation (BOIs) which were conducted on our most severe accidents experienced from the 1970s to the present are summarized in detailed abstracts and are located on the HQUSACE Safety and Occupational Health homepage at http://www.hq.usace.army/soh/hqsusace_soh.htm. To access the lessons-learned, click on SOH Staff Only, enter the user name: safety office; password: star1 and domain: hqcoww-1. Click on Accident Summaries. You can review government or contractor data.

- **Commanders shall assure all accidents are thoroughly investigated and followed-up to assure corrective actions are implemented.**

ACTION: Your SMAP will include procedures for thorough accident investigation, implementation of corrective actions and compilation and distribution of lessons learned.

- **Commanders shall integrate safety risk management into their missions.**

ACTION: Employ the Army risk management process to avoid unnecessary residual risk to missions, personnel, equipment and the environment. Effectively utilize activity hazard analysis (AHA) and position hazard analysis (PHA) as the primary risk management tools for accident prevention.

- **Commanders shall place emphasis on their Ergonomics Program.**

ACTION: Revitalize your local command Ergonomics Program and committees and concentrate on improving the work environment for both office and field activities.

- **Commanders shall establish and sustain a program to meet or exceed the SECDEF Lost Work Day Rate Target**

Civilian Employee Total Lost Day Rate (OWCP)

$$\frac{(\text{COP Cases} + \text{LWOP Cases}) \times 200,000}{\text{Hours Worked (CEFMS Time and Attendance)}}$$

Requirement: SECDEF reduction goal of 50% FY 02 baseline by end FY 05

Database: DMDC (<https://www.dmdc.osd.mil/ltwi/owa/lpdr.main>)

Baseline: FY 02 Rate = 17.20

Target: End FY 05 Rate = 8.60

Actions:

- Ensure a light duty program is in place
- Provide a copy of your light duty program to attending physician when injured employee seeks medical attention
- Supervisors shall work with the local workers' compensation personnel to ensure proper case management

3. Project Management (Focus on Design and Construction)

Contractor Employee Lost Time Rate

$$\frac{\text{Number of Lost Time Accidents} \times 200,000}{\text{Hours Worked (Provided by USACE Commands)}} \\ \text{Contractor Employee Lost Time Rate}$$

CMR Metric: Quarterly

Requirement: USACE target of 5% annual reduction by FY 06 (FY 03 baseline)

Database: USACE

Metrics:

FY 05	Green 0.58 or less	Amber = 0.59 – 0.68	Red = 0.69 or greater
FY06	Green 0.54 or less	Amber = 0.55 – 0.64	Red = 0.65 or greater

Target rates are based on the mean of our accident experience for FYs 1998 through 2003 with 1 standard deviation applied for the Amber range and 2 standard deviations for the Red

- **Commanders shall execute safety requirements of PMBP.**

ACTION: Integrate system safety engineering and management to optimize safety throughout the life-cycle. Use the PMBP process in accordance with the Business Process Manual requirements contained in Reference Document 8016G (PMPs/ PgMPs) to include the execution of a project Safety and Occupational Health Plan (SOHP) as an integral part of the overall Project Management Plan (PMP). Safety and health must be considered and addressed earlier in the life-cycle of programs/projects by the project development team (PDT) with a wide ranging, holistic viewpoint. Lessons learned and prior experience shall identify hazards early on with the help of the customer. Designers need to consider safety and health implications of their product for the users and constructors. Once identified, hazards must be tracked through elimination, reduction to an acceptable level or acceptance by an approved authority. Execute the SOHP using P2. Residual risk (accepted hazards) information must be passed on to the user in the form of maintenance/training manuals, as-built drawings and the like. Ensure these safety and occupational health principles, procedures, criteria and expertise are fully integrated into your local processes, procedures and practices.

- **Commanders shall establish and sustain a program to meet or exceed the USACE targets for Contractor lost workday accidents**

ACTION: Target areas for improvement based on a comprehensive review and assessment of your last 6-year contractor mishap and accident experience. Use same process as described for civilian employee accident review and analysis described above.

- **Commanders shall sustain the efforts of their Contractor Safety Program.**

ACTION: When Federal Acquisition Regulation (FAR) Clause 52.236.13 (Accident Prevention and its Alternate I) and/or Unified Facility Guide Specification (UFGS) 01525, "Safety and Occupational Health Requirements" are included in contracts, ensure proper submission, acceptance, and implementation of contractor developed Accident Prevention Plans (APP) and Activity Hazard Analyses. Ensure that adequate contractor quality control procedures are in place related to prime contractors and their subcontractors, and, ensure the performance of adequate construction quality assurance inspections by government Quality Assurance Representatives (QARs). Efforts shall be concentrated to reduce contractor lost workday and fatal injuries.

4. Public Recreation Safety

Public Fatality Rate

$$\frac{(\text{Number of Public Fatalities} \times 1,000,000)}{\text{Visitor Hours}}$$

Requirement: USACE target of 5% annual reduction by end of FY 06

Database: USACE CW

Metric:

FY 05 – 0.61

FY 06 – 0.58

Target is based on FY03 Base Year

- **Commanders shall analyze their public fatality experience for opportunities for improvement.**

ACTION: Target areas for improvement based on a comprehensive review and assessment of your recreational visitor accident experience. Corrective actions could include but are not limited to, establishment of water safety committees, prohibition of use of alcohol, increased water/land patrol, public safety outreach programs, greater use of personal floatation devices (PFDs), participation in local and regional water safety councils, etc.